

Title	Job Levelling Handbook
Reference	HRP072
Version	1.0
Date	July 2010
Author	HR
Approved by	HRC
Classification	Unclassified
Revision Date	July 2011

Version	Date	Description
0.1	February 2009	Management Board approval
0.2	April 2010	Works Council endorsement
1.0	July 2010	HR Committee approval

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Introduction

The purpose of this Handbook is to provide line managers, Heads of Team, Directors and the CEO with details of information required and processes to be followed to either:

- determine the appropriate job level for a new post;
- re-evaluate the level of an existing post;
- assess the requirements of the appeals process;
- carry out the annual audit process.

Each process is described in more detail below.

HEFCW operates a structure of seven Job Levels and all HEFCW posts have been mapped to this structure, excluding the Chief Executive Officer.

All descriptors and the positioning of existing posts within the new structure (as at January 2009) have been agreed by Heads of Team, Directors and the CEO.

This analytical factor based job levelling system meets ACAS guidelines in that it is non-discriminatory in its effects and is linked to a payment system where employees performing work of equal value are rewarded equally, regardless of their gender.

Purpose of Job Levels

- To provide a tool to compare posts across Directorates and teams in a consistent manner;
- to explain to employees a career path within HEFCW, either within their team or across teams;
- to assist succession planning via a clear understanding of the number of employees at different levels across the organisation;
- to help line managers, Heads of Team and Human Resources define the requirements in any given job, especially when advertising vacancies or assessing candidates;
- to define a clear and objective framework for determining salary structures etc.

Review and Appeals

The Review Panel for evaluating new posts or re-evaluating current posts will be made up of the following:

- Director of Finance & Corporate Services – Chair;
- Director of Strategic Development;
- HR & Training Manager – Secretary (responsible for recording meetings).

All panel members will have voting rights.

Any appeals will be considered by the following:

- HEFCW Chief Executive Officer – Chair;
- Head of Resources – Secretary (responsible for recording meetings and providing advice on the process).

Only the Chief Executive Officer will have voting rights.

Evaluating a role

A request to evaluate a post may be made by the:

- individual employee;
- line manager;
- Head of team;
- Director.

This may be for a new post that is being created or a re-evaluation of a current post where there has been a 30% change. Any evaluation request must be supported by the line manager and relevant Head of Team or Director, as appropriate.

A request for a re-evaluation can be made for a variety of reasons, the most common of which is likely to be that:

- the post has changed significantly;
- additional responsibilities have been added to the post;
- the organisation or team has been re-structured;
- internal relativities between posts may be questioned.

Should the line manager not support the request for re-evaluation, and the post holder wished to take this further, the post holder may take up a formal grievance through HEFCW's Grievance Procedure.

Key points to note when evaluating a post

When evaluating a post, the following should be noted:

- not all teams will have posts at each of the seven levels;
- there may naturally be gaps in the structure within teams, i.e. a post will not necessarily be assigned to the job level directly below the post it reports into;
- there may be a progression hierarchy within the same job level, i.e. where one post might be more senior than another post, but the additional responsibilities are not sufficient for a promotional step to the next job level;
- determine the job level without regard to the post holder, i.e. focus on the job not how well the current post holder performs within the post;
- do not anticipate further developments in the post – evaluate the job as it stands today;

- remember that the job level is influenced by, but not means determined by, the reporting level. In other words, the post not the individual it reports to is the key consideration.

How to evaluate a post against the generic job level descriptors

- 1) Ensure that the job description accurately reflects the post, and that the level of responsibilities within the post are relevant.
- 2) Always start with the generic job level descriptors, i.e. an objective basis.
- 3) Work through the hierarchical descriptors for each factor (Appendix 2) first, and note the level that most accurately reflects the post being evaluated. Note that the post may not always match against each factor at the same level.
- 4) Identify the job level against which the majority of factors have been matched.

It should be noted that some factors will naturally have a higher impact on the level of the post than others. For example, the scope of responsibility and accountability, combined with the level of autonomous decision making, is likely to determine the knowledge and experience required and the level of strategic input in the post.

Therefore, if the level determined for Scope of Responsibility and/or Decision Making is significantly different to that for Interfaces and Strategic Input, the former is likely to more accurately reflect the correct job level. In such a case, it is recommended that the factors that have less impact on the level of the post are re-evaluated against the factor level descriptors.

- 5) Turn to the overall job level descriptors (Appendix 1) and read the overall descriptor for the job level identified in 4) above.
- 6) Consider whether this accurately describes the level of work undertaken in the post. It may be helpful to also consider the descriptors for the job levels either side of this for comparative purposes.
- 7) Refer back to the individual factor descriptors as necessary, to re-check the matches determined in 3) above.
- 8) Make a provisional assessment of the job level for the post.
- 9) Check the provisional assessment of the job level by comparing your evaluation against jobs at the same level in other functions
- 10) Ask checking questions such as “is this a promotional step?” If it is perceived that a fully competent post holder moving effortlessly on promotion into their line manager’s job, it is likely to be positioned one job level below their line manager. However, if a promotion move is possible yet a significant stretch, then the job level is likely to be two or more below that of their line manager.

Does the proposed positioning of the post leave sufficient space to the line manager’s post and that of any subordinates? If this is not the case, is this signifying an organisational design issue which needs to be addressed in order to ensure an

efficient work environment for the team? The HR & Training Manager should be consulted for further clarification on this aspect.

- 11) Confirm or change the provisional assessment of the job level for the post, and re-read the relevant overall job level descriptor to ensure the job level is satisfactory.

Review Panel Process

Prior to the Review Panel meeting

The line manager will:

- Draft/review/amend the detailed job description in conjunction with the post holder (if it is a re-evaluation and the post holder is in post);
- carry out an initial evaluation of the post, as per the process detailed above, to determine the proposed job level;
- agree the job description and seek the agreement of the relevant Head of Team/Director to the proposed job level. Should the line manager and Head of Team/Director not be able to reach agreement on the proposed job level, guidance should be sought from the HR & Training Manager:
- complete a Job Levelling Evaluation Request form (Appendix 3), including the rationale for the proposed Job Level;
- submit the completed Job Levelling Evaluation Request form, together with the job description to the HR & Training Manager for review by the Review Panel.

The HR & Training Manager will:

- schedule a meeting of the Review Panel normally within 10 working days of receiving the Job Levelling Evaluation Request form, and communicate this date to the line manager;
- circulate the Job Levelling Evaluation Request form and job description to members of the Review Panel as soon as possible but no later than five working days prior to the meeting.

The Review Panel members will:

- prepare for the meeting by reviewing the papers to develop their initial individual thoughts on the appropriate job level.

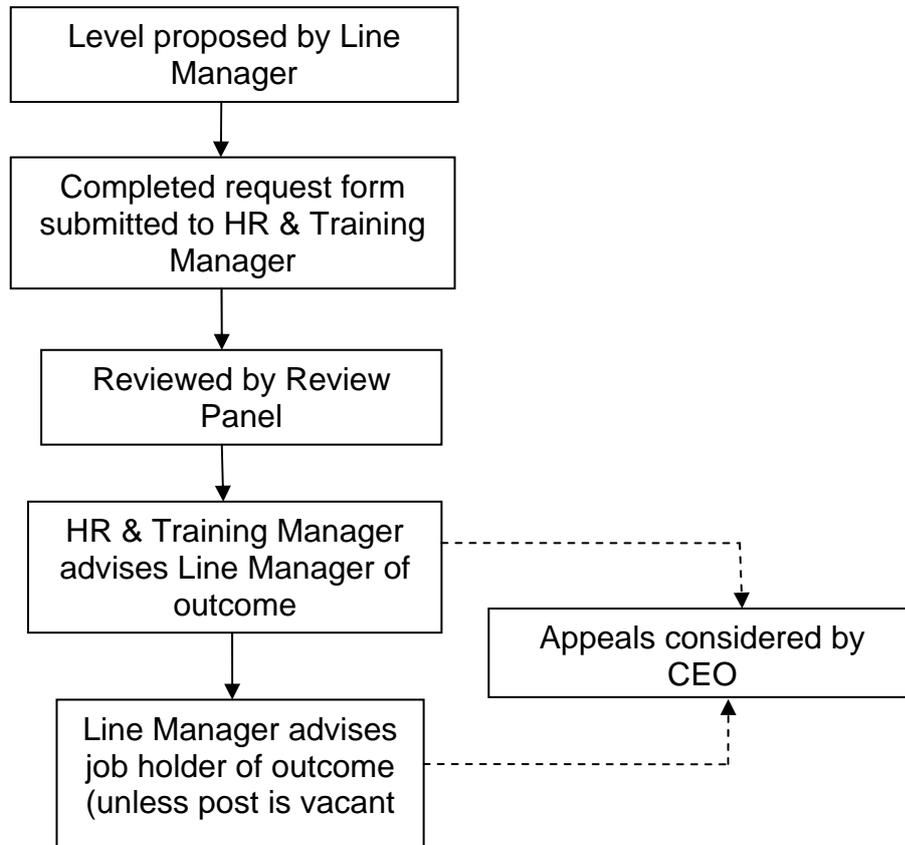
During the Review Panel meeting

- The Review Panel will meet prior to the Panel commencing to prepare for the review in line with the Job Levelling Evaluation Request.
- The line manager will then join the meeting, to present their rationale for the proposed job level, and answer any questions from the Panel.
- The line manager will then leave the meeting.
- The Review Panel will discuss and evaluate the post as per the process detailed above, to determine the appropriate job level for the post.
 - If the Review Panel agrees with the line manager's proposed level, the HR & Training Manager will provide feedback to the line manager within three working days of the Review Panel.
 - If the Review Panel cannot agree on the appropriate job level, the meeting will be adjourned until further evidence or clarification is obtained, and a date for a further meeting will be set for as early as possible, but normally no later than five working days from the original meeting.
 - The HR & Training Manager will provide feedback to the line manager and seek to obtain any further evidence or clarification as required and re-convene the Panel to discuss any further evidence.
 - The line manager may be requested to attend the follow-up meeting to present any further detail.
- The HR & Training Manager, as Secretary to the Review Panel, will record the discussions of the Review Panel, particularly commenting on any job levelling factors where the post deviates from the proposed job level submitted by the line manager. The Job levelling Evaluation Panel Rationale Form (Appendix 5) is used for this purpose.
- Once the Review Panel has reached agreement on the appropriate job level, the HR & Training Manager will complete the final section of the Job Levelling Evaluation Request form to confirm the job level and provide a summary of the Panel's rationale for the decision.

After the Review Panel meeting

- Should the post be assigned a new job level, this is likely to affect the salary range that the post falls within. The HR & Training Manager will be responsible for obtaining approval from the Director of F&CS and the Head of Resources for budgetary approval.
- Once approval has been obtained, the HR & Training Manager will communicate the outcome to the line manager and provide them with a copy of the completed Job Levelling Evaluation Rationale form, showing the Review Panel's rationale for the decision, together with a letter to the post holder, to formally confirm the outcome.

- The line manager will advise the employee orally of the decision and issue the letter.



Appeals Process

Should a decision taken by the Review Panel be disputed by either; an individual employee, line manager or Head of Team, it is to be referred to an Appeal.

Any appeal by a post holder must have the support of their line manager and Head of Team before it goes to an Appeal. Should the line manager and / or Head of Team feel unable to support the appeal, the post holder may take their grievance through HEFCW's Grievance Procedure.

Prior to the Appeals meeting

The line manager:

- completes the Job Levelling Evaluation – Appeal against Review Panel Decision form (Appendix 4) detailing the reasons for the appeal. This form is signed by the post holder and the line manager, as appropriate;
- Submit the completed form to the HR & Training Manager.

The HR & Training Manager will:

- schedule a meeting to hear the appeal, within 10 working days of receipt of the form. The line manager will be invited to attend the meeting;
- distribute the following documents to the CEO and Head of Resources as soon as possible but no later than three working days prior to the meeting:
 - the completed Job Levelling Evaluation – Appeal against Review Panel Decision form;
 - the job description;
 - the completed Job Levelling Evaluation Request form showing the line manager's comments
 - the Review Panel's Rationale form showing the reasons for their decision;
 - any other relevant supporting evidence.

The the CEO and Head of Resources will:

- prepare for the meeting by reviewing the papers to develop their initial individual thoughts on the appropriate job level.

The Appeals meeting

- Where required, the CEO will meet with the Head of Resources to seek any clarification or guidance 15 minutes prior to the line manager attending the panel.
- The line manager will join the meeting to present their reasons for the appeal, and answer any questions from the Panel.
- The line manager will then leave the meeting.
- The CEO will evaluate the post as per the process detailed above, to determine the appropriate job level for the post, as well as judging the appeal against such factors as the:
 - integrity of the appeal rationale;
 - relative positioning of the post against perceived peer posts;
 - impact any change to the job level may have in terms of organisational structure and reporting lines.
- The CEO will review the evidence and make a final decision.
- The Head of Resources, as Secretary of the meeting, will record the discussions of the meeting, particularly commenting on any job levelling factors where the post deviates from the proposed job level submitted by the line manager and those recommended by the Review Panel. The Job levelling Evaluation Appeal – Appeals Meeting form (Appendix 6) is to be used for this purpose.
- Once the CEO has reached a conclusion on the appropriate job level, the Head of Resources will complete the final section of the Job Levelling Evaluation – Appeal against Review Panel Decision form to confirm the CEO's decision and provide a summary of the rationale for the decision.

After the meeting

- The Head of Resources will give a copy of the completed Job Levelling Evaluation – Appeal against Review Panel Decision form to the HR & Training Manager.
- Should the post be assigned a new job level, this is likely to affect the salary range that the post falls within. The HR & Training Manager will be responsible for obtaining approval from the Director of F&CS and the CEO to any change and implementing the change.
- Once approval has been obtained, the HR & Training Manager will communicate the outcome to the line manager and provide them with a copy of the completed Job Levelling Evaluation – Appeal against Review Panel Decision form, showing the CEO's rationale for the decision, together with a letter to the post holder, to formally confirm the outcome.
- The line manager will advise the employee orally of the decision and issue the letter.
- Decisions of the CEO will be deemed as final.

Annual Audit Process

Job level changes or evaluations of new posts are often viewed in isolation (although they should not be) and over a period of time any process may encounter some 'grade drift'. An integral part of job levelling best practice is the annual review of any new posts added or level changes during the year and their relativity to the overall structure.

The HR & Training Manager will be responsible for the review and any findings and recommendations will be presented to Management Board for ratification.

Supporting process material that will be required for the audit will be:

- a record of all submissions made to Panel
- details of level changes during the year and the date of such change;
- details of all appeal submissions made to panel, detailing the outcome of the appeal;
- a revised job levels structure matrix highlighting changes, in order to assess the impact of such changes across the whole organisation;

In carrying out the audit, the HR & Training Manager will highlight the following:

- whether any of the changes created any 'tension' within a particular job family or when comparing across job families? This may include such instances as the job level distance between line manager and subordinates; out of alignment with other teams.

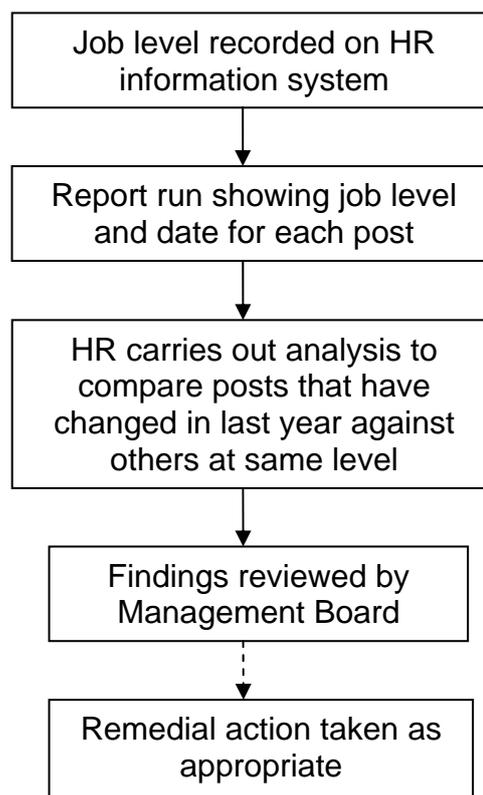
- if there is a significant change in relation to the step differences between the post of both its subordinates and the line manager?
- if any of the changes affect the potential progression possibilities of post holders within the organisation or the training requirements within HEFCW?
- what is the impact of any changes on the cost of pay and benefits provisions within HEFCW?

The Head of Resources will report the findings from the audit to Management Board on an annual basis (or more frequently if a significant change to the organisational structure occurs), together with any anomalies discovered and recommendations for any remedial action.

Management Board shall be responsible for scrutinising the information, noting the findings and agreeing any remedial action required. This might include further analysis of some or all of the following:

- querying any anomalous posts for re-evaluation by the Review Panel;
- requesting further discussions with relevant line managers where any grade slippage might have occurred to understand reasons for this;
- providing additional training to line managers / Heads of Team / Review Panel members / Appeals members, as appropriate;
- reviewing and further developing the Job Levelling Handbook to provide clearer guidance, as necessary;
- reviewing the wording in generic job level descriptors where any common misunderstandings are occurring.

Any significant re-alignments required as a result of the review should be considered by Management Board, who may, in exceptional circumstances, seek external advice to resolve any highly complex or sensitive issues.



Generic Descriptors

Factors

The HEFCW job levelling model uses the following factors in the generic descriptors:

Knowledge and Experience, i.e.:

- qualifications
- experience
- breadth and depth of knowledge
- expertise

Decision Making, i.e.:

- freedom to act
- autonomy
- problem solving
- judgement

Scope of Responsibility/Accountability, i.e.:

- size and impact of areas of responsibility
- lead or support post
- responsibility for funding decisions
- staff management

Interfaces, i.e.:

- with whom and at what level does the post interface with internally and externally?
- leading, i.e. relationship management or supporting interface
- impact of interfaces
- level of reputational risk

Strategic Input, i.e.:

- creating or implementing strategy
- HEFCW overall strategic direction or within specialist area

The overall descriptors, combining all factors for each job level, are shown in Appendix 1

Appendix 2 shows the hierarchy of descriptors within each factor.

Appendix I

Generic Descriptors by Job Level

Job Level 1	Descriptor
Knowledge & experience	<ul style="list-style-type: none"> • Graduate level and significant relevant managerial and professional experience • In addition, professional qualification or equivalent expertise by practice • Broad based business experience • Breadth of knowledge across several key areas within the higher education sector
Decision Making	<ul style="list-style-type: none"> • A high level of freedom to act within function/area of responsibility. Decisions impact policy and practice HEFCW wide • CEO will look to post holder to make clear and confident functional policy recommendations, to which Management Board will generally defer in recognition of the post holder's expertise • Key decisions affecting wider organisation will be subject to consultation but post holder is expected to drive strategic decision-making process from inception through to implementation • Operational decisions within their functional area will be taken without reference to others • Impressive judgement, advanced problem solving skills and tolerance of ambiguity are essential competencies
Scope of Responsibility	<ul style="list-style-type: none"> • Provides leadership for a significant part of the organisation • Fully accountable for a number of functional areas • Responsible with CEO for signing-off all institutional funding recommendations • Manages a number of large teams through Function Heads
Interfaces	<ul style="list-style-type: none"> • Requires the emotional intelligence and diplomacy to operate effectively at the most senior levels of the organisation and/or to interface with and influence high profile stakeholders externally • Able to present confidently to high profile groups and senior members of the Welsh Assembly Government, AMs etc
Strategic Input	<ul style="list-style-type: none"> • Responsible for developing overall HEFCW Corporate Plan as a Director and member of the Management Board • Leads and directs strategy for functions within area of responsibility

Job Level 2	Descriptor
Knowledge & experience	<ul style="list-style-type: none"> • Graduate level and professional qualification would be the norm • Significant post qualification experience • Breadth of knowledge across several specialist areas, and possibly with in depth knowledge of one particular key area
Decision Making	<ul style="list-style-type: none"> • A high level of freedom to act within area of responsibility, without reference to others in operational decisions • Independent decision-making within functional area based on post holder's expertise or acknowledged accountability • Good independent judgement is required, with peer review largely via external professional sources • Capacity to deal with complex issues, advanced problem solving skills and a tolerance of ambiguity would be essential
Scope of Responsibility	<ul style="list-style-type: none"> • Overall responsibility for a large function covering a number of specialist areas • Responsible for setting and managing expense budgets within function, and signing-off funding recommendations within specialist areas • Manages a large team through line managers
Interfaces	<ul style="list-style-type: none"> • Requires the emotional intelligence and diplomacy to operate effectively at all levels within HEFCW • Significant high profile external interfaces within the Higher Education sector, the Welsh Assembly Government and committees/panels • Maintains a high level of personal credibility and ensures the reputation of HEFCW is not put at risk
Strategic Input	<ul style="list-style-type: none"> • Responsible for developing the Corporate Plan for functions within area of responsibility, in liaison with relevant Director • Makes a functional contribution to overall business strategy

Job Level 3	Descriptor
Knowledge & experience	<ul style="list-style-type: none"> • Graduate level and possibly a professional qualification • Fully experienced within specialist area, typically including some management experience • Strong and confident in their operational knowledge across the entire function or, in depth knowledge in their specialist area
Decision Making	<ul style="list-style-type: none"> • A high level of freedom to act within area of responsibility, without reference to others in operational decisions • Independent decision-making within functional area based on post holder's expertise or acknowledged accountability • Good independent judgement is required, with peer review largely via external professional sources • Capacity to deal with complex issues, advanced problem solving skills and a tolerance of ambiguity would be essential
Scope of Responsibility	<ul style="list-style-type: none"> • Lead responsibility for a significant specialist area • May be responsible for monitoring expense budget within specialist area and/or developing funding recommendations for sign-off by Head of Team • Will typically manage a small team, although some posts may have specialist stand-alone responsibilities
Interfaces	<ul style="list-style-type: none"> • Internal interfaces with employees at all levels across HEFCW • High level of external interaction with key sector bodies, Welsh Assembly Government, and presenting own papers to committees/panels • Requires a high level of personal credibility to ensure that the reputation of HEFCW is not put at risk
Strategic Input	<ul style="list-style-type: none"> • Will take the lead in developing the Corporate Plan for their specialist area, for review with the Head of Team • Develops and applies processes to deliver strategic goals, including monitoring performance against the Plan

Job Level 4	Descriptor
Knowledge & experience	<ul style="list-style-type: none"> • Graduate level and possibly qualified or part-qualified professional qualification • Fully experienced within specialist area • Depth of operational knowledge within their specialist area
Decision Making	<ul style="list-style-type: none"> • Freedom to act within specialism, usually within a clearly defined framework • Makes operational decisions based on broadly defined policies and procedures • A capacity to deal with reasonably complex issues and good problem solving skills are important
Scope of Responsibility	<ul style="list-style-type: none"> • Responsible for a narrower specialist area or part of a function • May be responsible for monitoring expense budget within specialist area, and/or developing funding recommendations for sign-off by Head of Team • May manage one or two operational support staff
Interfaces	<ul style="list-style-type: none"> • Internal interfaces with employees at all levels across HEFCW • External interfaces will typically be reactive or less high profile, including contacts within the sector, committees and peers within the Welsh Assembly Government • Lower level of reputational risk involved in interfaces
Strategic Input	<ul style="list-style-type: none"> • Uses specialist knowledge to inform and contribute to the Corporate Plan • Applies policy and tailors processes to deliver strategic goals, including monitoring performance against the Plan

Job Level 5	Descriptor
Knowledge & experience	<ul style="list-style-type: none"> • Graduate level and possibly qualified or part-qualified professional qualification • Experienced within specialist area • Alternatively, school leaving qualifications with significant relevant experience • Developing broad knowledge within the function, or requires depth of knowledge within a narrow specialist area
Decision Making	<ul style="list-style-type: none"> • Freedom to act within clearly defined framework • Will make operational decisions within policies and procedures in line with knowledge and experience but will typically refer upwards on more complex issues • A capacity to deal with non-routine issues requiring good problem solving skills
Scope of Responsibility	<ul style="list-style-type: none"> • Responsible for a narrow specialist area • Unlikely to have any expense budget responsibility • May contribute to funding recommendations within area of responsibility • Unlikely to have any staff management responsibility
Interfaces	<ul style="list-style-type: none"> • Routine internal interfaces with employees at all levels across HEFCW • Routine external interfaces, primarily with peers within the sector or Welsh Assembly Government • May be the specialist HEFCW contact for their narrow area of responsibility
Strategic Input	<ul style="list-style-type: none"> • May have some input to the Corporate Plan as part of a specialist team • Implements and possibly adjusts processes, in order to deliver strategic goals

Job Level 6	Descriptor
Knowledge & experience	<ul style="list-style-type: none"> • School leaving qualifications and fully experienced within specialist area • Alternatively, a Graduate developing specialist experience • May be studying for a professional qualification • Developing breadth and depth of operational knowledge within the function or specialism, or broad general knowledge of office practices
Decision Making	<ul style="list-style-type: none"> • Mainly routine activity within clearly defined framework • Some problem solving skills but advice and guidance is readily available • Will draw from prior experience or precedent to solve operational problems
Scope of Responsibility	<ul style="list-style-type: none"> • Responsible for a particular activity within a specialist area • No expense budget responsibility • May have some input to smaller funding recommendations • No staff management responsibility
Interfaces	<ul style="list-style-type: none"> • Routine internal interfaces with employees at all levels across HEFCW • Routine external interfaces with suppliers, and occasionally with peers within the sector and/or the Welsh Assembly Government • May take telephone calls from high profile callers or senior managers in outside organisations
Strategic Input	<ul style="list-style-type: none"> • Not expected to contribute to Corporate Plan • Implements processes to deliver strategic goal

Job Level 7	Descriptor
Knowledge & experience	<ul style="list-style-type: none"> • School leaving qualifications and possibly some work experience, not necessarily directly related to the job • Developing operational knowledge within the function or specialist area of service delivery
Decision Making	<ul style="list-style-type: none"> • Task orientated post, working to clearly defined processes • Direction and guidance is readily available • Minimal requirement for operational decision-making
Scope of Responsibility	<ul style="list-style-type: none"> • Operates in a support post • No expense budget responsibility • No staff management responsibility
Interfaces	<ul style="list-style-type: none"> • Internal interfaces primarily with peers and line managers • Routine external interfaces with suppliers • May take telephone calls from high profile callers or senior managers in outside organisations
Strategic Input	<ul style="list-style-type: none"> • No input to the Corporate Plan • Execution only post

Appendix 2

Generic Descriptors by Factor

Job Level	Knowledge and Experience
1	<ul style="list-style-type: none"> • Graduate level and significant relevant managerial and professional experience • In addition, professional qualification or equivalent expertise by practice • Broad based business experience • Breadth of knowledge across several key areas within the higher education sector
2	<ul style="list-style-type: none"> • Graduate level and professional qualification would be the norm • Significant post qualification experience • Breadth of knowledge across several specialist areas, and possibly with in depth knowledge of one particular key area
3	<ul style="list-style-type: none"> • Graduate level and possibly a professional qualification • Fully experienced within specialist area, typically including some management experience • Strong and confident in their operational knowledge across the entire function or, in depth knowledge in their specialist area
4	<ul style="list-style-type: none"> • Graduate level and possibly qualified or part-qualified professional qualification • Fully experienced within specialist area • Depth of operational knowledge within their specialist area
5	<ul style="list-style-type: none"> • Graduate level and possibly qualified or part-qualified professional qualification • Experienced within specialist area • Alternatively, school leaving qualifications with significant relevant experience • Developing broad knowledge within the function, or requires depth of knowledge within a narrow specialist area
6	<ul style="list-style-type: none"> • School leaving qualifications and fully experienced within specialist area • Alternatively, a Graduate developing specialist experience • May be studying for a professional qualification • Developing breadth and depth of operational knowledge within the function or specialism, or broad general knowledge of office practices
7	<ul style="list-style-type: none"> • School leaving qualifications and possibly some work experience, not necessarily directly related to the job • Developing operational knowledge within the function or specialist area of service delivery

Job Level	Decision Making
1	<ul style="list-style-type: none"> • A high level of freedom to act within function/area of responsibility. Decisions impact policy and practice HEFCW wide • CEO will look to post holder to make clear and confident functional policy recommendations, to which Management Board will generally defer in recognition of the post holder's expertise • Key decisions affecting wider organisation will be subject to consultation but post holder is expected to drive strategic decision-making process from inception through to implementation • Operational decisions within their functional area will be taken without reference to others • Impressive judgement, advanced problem solving skills and tolerance of ambiguity are essential competencies
2	<ul style="list-style-type: none"> • A high level of freedom to act within area of responsibility, without reference to others in operational decisions • Independent decision-making within functional area based on post holder's expertise or acknowledged accountability • Good independent judgement is required, with peer review largely via external professional sources • Capacity to deal with complex issues, advanced problem solving skills and a tolerance of ambiguity would be essential
3	<ul style="list-style-type: none"> • A high level of freedom to act within their specialism or, in all operational matters function wide • Autonomous decision-making within the specialism, albeit usually within an overall framework (internal, e.g. policies and procedures, or external, e.g. legislation) • Decision-making may be underpinned by deep knowledge of regulations and practices • Professional judgement is a key feature of posts at this level, albeit peer or line manager review is readily available
4	<ul style="list-style-type: none"> • Freedom to act within specialism, usually within a clearly defined framework • Makes operational decisions based on broadly defined policies and procedures • A capacity to deal with reasonably complex issues and good problem solving skills are important
5	<ul style="list-style-type: none"> • Freedom to act within clearly defined framework • Will make operational decisions within policies and procedures in line with knowledge and experience but will typically refer upwards on more complex issues • A capacity to deal with non-routine issues requiring good problem solving skills
6	<ul style="list-style-type: none"> • Mainly routine activity within clearly defined framework • Some problem solving skills but advice and guidance is readily available • Will draw from prior experience or precedent to solve operational problems
7	<ul style="list-style-type: none"> • Task orientated post, working to clearly defined processes • Direction and guidance is readily available • Minimal requirement for operational decision-making

Job Level	Scope of Responsibility/Accountability
1	<ul style="list-style-type: none"> • Provides leadership for a significant part of the organisation • Fully accountable for a number of functional areas • Responsible with CEO for signing-off all institutional funding recommendations • Manages a number of large teams through Heads of Team
2	<ul style="list-style-type: none"> • Overall responsibility for a large function covering a number of specialist areas • Responsible for setting and managing expense budgets within function, and signing-off funding recommendations within specialist areas • Manages a large team through line managers
3	<ul style="list-style-type: none"> • Lead responsibility for a significant specialist area • May be responsible for monitoring expense budget within specialist area and/or developing funding recommendations for sign-off by Head of Team • Will typically manage a small team, although some posts may have specialist stand-alone responsibilities
4	<ul style="list-style-type: none"> • Responsible for a narrower specialist area or part of a function • May be responsible for monitoring expense budget within specialist area, and/or developing funding recommendations for sign-off by Head of Team • May manage one or two operational support staff
5	<ul style="list-style-type: none"> • Responsible for a narrow specialist area • Unlikely to have any expense budget responsibility • May contribute to funding recommendations within area of responsibility • Unlikely to have any staff management responsibility
6	<ul style="list-style-type: none"> • Responsible for a particular activity within a specialist area • No expense budget responsibility • May have some input to smaller funding recommendations • No staff management responsibility
7	<ul style="list-style-type: none"> • Operates in a support post • No expense budget responsibility • No staff management responsibility

Job Level	Interfaces
1	<ul style="list-style-type: none"> • Requires the emotional intelligence and diplomacy to operate effectively at the most senior levels of the organisation and/or to interface with and influence high profile stakeholders externally • Able to present confidently to high profile groups and senior members of the Welsh Assembly Government, AMs etc
2	<ul style="list-style-type: none"> • Requires the emotional intelligence and diplomacy to operate effectively at all levels within HEFCW • Significant high profile external interfaces within the Higher Education sector, the Welsh Assembly Government and committees/panels • Maintains a high level of personal credibility and ensures the reputation of HEFCW is not put at risk
3	<ul style="list-style-type: none"> • Internal interfaces with employees at all levels across HEFCW • High level of external interaction with key sector bodies, Welsh Assembly Government, and presenting own papers to committees/panels • Requires a high level of personal credibility to ensure that the reputation of HEFCW is not put at risk
4	<ul style="list-style-type: none"> • Internal interfaces with employees at all levels across HEFCW • External interfaces will typically be reactive or less high profile, including contacts within the sector, committees and peers within the Welsh Assembly Government • Lower level of reputational risk involved in interfaces
5	<ul style="list-style-type: none"> • Routine internal interfaces with employees at all levels across HEFCW • Routine external interfaces, primarily with peers within the sector or Welsh Assembly Government • May be the specialist HEFCW contact for their narrow area of responsibility
6	<ul style="list-style-type: none"> • Routine internal interfaces with employees at all levels across HEFCW • Routine external interfaces with suppliers, and occasionally with peers within the sector and/or the Welsh Assembly Government • May take telephone calls from high profile callers or senior managers in outside organisations
7	<ul style="list-style-type: none"> • Internal interfaces primarily with peers and line managers • Routine external interfaces with suppliers • May take telephone calls from high profile callers or senior managers in outside organisations

Job Level	Strategic Input
1	<ul style="list-style-type: none"> • Responsible for developing overall HEFCW Corporate Plan as a Director and member of the Management Board • Leads and directs strategy for functions within area of responsibility
2	<ul style="list-style-type: none"> • Responsible for developing the Corporate Plan for functions within area of responsibility, in liaison with relevant Director • Makes a functional contribution to overall business strategy
3	<ul style="list-style-type: none"> • Will take the lead in developing the Corporate Plan for their specialist area, for review with the Head of Team • Develops and applies processes to deliver strategic goals, including monitoring performance against the Plan
4	<ul style="list-style-type: none"> • Uses specialist knowledge to inform and contribute to the Corporate Plan • Applies policy and tailors processes to deliver strategic goals, including monitoring performance against the Plan
5	<ul style="list-style-type: none"> • May have some input to the Corporate Plan as part of a specialist team • Implements and possibly adjusts processes, in order to deliver strategic goals
6	<ul style="list-style-type: none"> • Not expected to contribute to Corporate Plan • Implements processes to deliver strategic goals
7	<ul style="list-style-type: none"> • No input to the Corporate Plan • Execution only post

Job Levelling Evaluation Request Form	Cyngor Cyllido Addysg Uwch Cymru Higher Education Funding Council for Wales 
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This form is to be submitted to the HR & Training Manager, together with an up to date job description for the post being evaluated.

Post:			
Directorate:		If re-evaluation:	
Head of Team:		Current Job Level:	
Line Manager:		Post Holder:	

To be completed by the line manager:

Proposed Job Level	Rationale for proposed Job Level

Job Level	Supporting Comments	Proposed Level
Knowledge and Experience		
Decision Making		
Scope of Responsibility / Accountability		

Interfaces		
Strategic Input		

Signed post holder		Date	
Signed Line manager		Date	
Signed Head of Team		Date	

Job Levelling Evaluation Rational	Cyngor Cyllido Addysg Uwch Cymru Higher Education Funding Council for Wales 
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To be completed by Review Panel:

Consider each job levelling factor and, highlight and comment on each factor, particularly where the post deviates from the proposed Job Level:

Agreed Job Level	Rationale for Agreed Job Level	Appropriate Level
Knowledge and Experience		
Decision Making		
Scope of Responsibility / Accountability		
Interfaces		
Strategic Input		

Agreed Job Level:	
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State reasons for agreed Job Level:

Signed HR & Training Manager		Date	
Signed Director of F&CS		Date	
Signed Head of Resources		Date	

On behalf of Review Panel

Job Levelling Evaluation – Appeal against Review Panel Decision Form	Cyngor Cyllido Addysg Uwch Cymru Higher Education Funding Council for Wales 
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This form is to be submitted to the HR & Training Manager, together with the up to date job description for the post being evaluated.

The HR & Training Manager will attach:

- the Job Levelling Evaluation Request form
- the completed Job Levelling Evaluation Rational form, showing the Review Panel's rationale for the agreed Job Level;

Post:			
Directorate:		If re-evaluation:	
Head of Team:		Current Job Level:	
Line manager:		Post Holder:	

To be completed by line manager:

Reason for Appeal:

Job Level	Supporting Comments	Appropriate Level
Knowledge and Experience		
Decision Making		
Scope of Responsibility / Accountability		

Interfaces		
Strategic Input		

Signed post holder		Date	
Signed Line manager		Date	
Signed Head of Team		Date	
Signed Director		Date	

Job Levelling Evaluation Rational Form– Appeals	Cyngor Cyllido Addysg Uwch Cymru Higher Education Funding Council for Wales	
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To be completed by CEO/ Head of Resources:

Consider each job levelling factor and, highlight and comment on each factor, particularly where the post deviates from the proposed Job Level:

Agreed Job Level	Rationale for Agreed Job Level	Appropriate Level
Knowledge and Experience		
Decision Making		
Scope of Responsibility / Accountability		
Interfaces		
Strategic Input		

Agreed Job Level:	
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State reasons for agreed Job Level:

Signed Chief Executive		Date	
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